

TITLE: PERFORMANCE EVALUATION SYSTEM



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Handwritten signature: *W. J. ...*

ENGR. RESTITUTO B. SUMANGA, SR.

Form No.

REASON FOR REVISION
Initial Issue


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DATE: 12-28-16

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1.0 PURPOSE

- 1.1 To establish a uniform and consistent guidelines in handling the performance evaluation system of CALAMBA WATER DISTRICT(CWD).

2.0 SCOPE


- 2.1 All regular/permanent and contractual employees of CWD.


3.0 RESPONSIBILITY

- 3.1 The Administrative Department Manager or the authorized Chairperson of PMT (Performance Management Team) has the overall responsibility for the administration of the Performance evaluation system and shall ensure the fairness and efficiency of its execution.
- 3.2 The Immediate supervisor is the employee's "evaluator" and has the responsibility for:
- 3.2.1 Observation and evaluation of employee's job performance
 - 3.2.2 Holding periodic counseling sessions with each employee to discuss job performance.
 - 3.2.3 Completing evaluation forms as required
- 3.3 The Department Manager/Division Manager has the responsibility for:
- 3.3.1 Reviewing the evaluation for accuracy and objectivity
 - 3.3.2 Investigating and resolving any disagreement(s) between the supervisor and the employee.
- 3.4 The General Manager is the final reviewing and approving authority on all appraisals to confirm the validity of its results.

4.0 DEFINITION OF TERMS

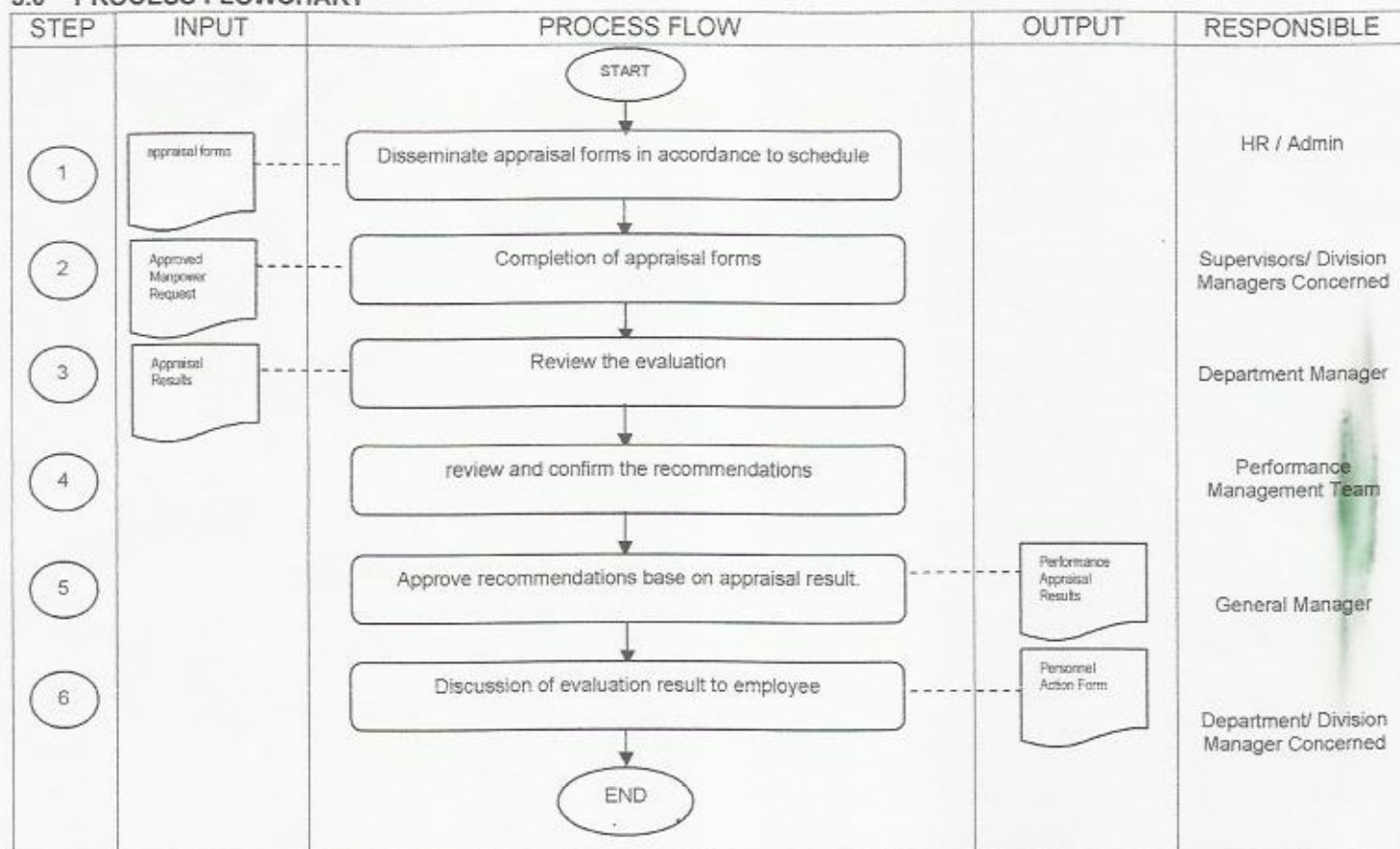
- 4.1 Because performance reviews involve human judgment, they are subject to human bias and error. If a supervisor or manager is to be effective in conducting meaningful performance reviews, he/she must recognize his/her own biases and tendencies and take steps to compensate for them.
- 4.2 Basic guidelines are:
- 4.2.1 Never let friendships with an employee influence the review.
 - 4.2.2 Such things as appearance, social status, family ties, dress, race, sex, age, marital status, religious beliefs or other performance factors should not affect the performance ratings.
 - 4.2.3 Careful observation, description and documentation of actual performance on an ongoing basis reduce the tendency for bias by emphasizing job performance over a period of time.
 - 4.2.4 Common errors and biases in judging performance.
 - a. *Similar to you* – inflating a person's ratings because he/she is like you in some important way.
 - b. *Tough grader / Easy grader* – you tend to be tougher than most ("I never give A's"). Easier, your ratings are inconsistent with the rest of the organization.
 - c. *Friendships* – you tend to give higher ratings to people to whom you are close.
 - d. *Recent events* – most of the rating is based on events within the last few weeks or months.
 - e. *Halo effect* – a particular incident either positive or negative blinds you from seeing other aspects of the employee's performance.
 - f. *Middling* – you rate many people in the middle categories, possibly to avoid conflict or the risk of singling out top performers.

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g. *Boring jobs* – you rate people lower in jobs that you think CWD carry less challenge or importance. Race, sex, Religion, age, marital status, physical characteristics, family status, wealth – you rate people lower because of biases in this area.
h. *Style differences* – deflating employee's ratings because they approach their responsibilities differently than you would.

5.0 PROCESS FLOWCHART



6.0 PROCESS DETAILS


6.1 Probationary Employees


6.1.1 Probationary employees shall be reviewed on the 5th month of employment.

6.1.2 Manager shall complete a Probationary Review on each eligible employee. Human Resources shall provide courtesy notices and copies of the Probationary Review Form at least one (1) month before the employee is scheduled to meet his/her anniversary. All completed review forms must be returned to Human Resources no later than the end of the month the employee meets his/her anniversary date.

6.1.3 The Probationary Review is designed to evaluate the employee's performance in areas such as Quality of Work, Quantity of Work, Job Knowledge, attendance, Teamwork and Cooperation, and Communication.

6.1.3.1 Performance Reviews have important tangible and practical consequences for individual employees and for the company. For the employees, it is a venue for clarifying what is expected from them and to find out their level of "effectiveness" in the company. The feedback from their manager serves not only to identify

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areas where the employee can improve but this also serves to motivate the employee to do "better" even if the evaluation is already positive.

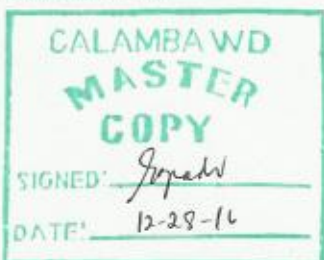
- 6.1.3.2 For the company, these reviews provide the criteria for:
- Validating employment selection process.
 - Making administrative decisions about individual employees (promotions, layoffs, salary increases, etc.).
 - Establishing the objectives of training programs.
 - Monitoring employee performance, providing feedback and exercising manager control.
- 6.1.3.3 There are three possible sources of information about employee performance:
- Actual operation records
 - Personnel records
 - Judgments about performance


NOTE: Of the three, operation records or accomplishment reports are the most likely to provide us with objective data. Judgments, of course, provide subjective data, while personnel records tend to reflect a mix of objective and subjective interpretation. Since subjectivity is a potential source of bias and measurement error, why do we rely at all upon judgments for appraising performance? The reason is that the usefulness of production records and personnel data is limited. Judgmental performance evaluations using rating scales, when designed and implemented carefully, do provide us with valuable information for improving performance.

- 6.1.3.4 Effective Performance Reviews are:
- Focused on specific goals and measurable standards.
 - Preceded by on-going feedback (i.e., counseling and coaching).
 - Well-planned.
 - Future-oriented

- 6.1.3.5 Effectively communicated to:
- Encourage problem solving.
 - Stress two-way discussion
 - Provide appropriate feedback.
 - Confront inadequate performance

- 6.1.4 At the time of the review, immediate superior shall be given the option to 1) recommend the employee continue in their present assignment; or 2) termination of probationary employment.
- 6.1.5 Upon completing the Review and obtaining the approval signatures, the Managers shall conduct a Review meeting with the employee to go-over the contents of the Review. The employee is required to sign the Review, simply to acknowledge that the review has been discussed with them. In the event an employee refuses to sign the Review, the manager should write the initials "RTS" indicating that the employee refused to sign the document. All Reviews are to be returned to Human Resources for filing.
- 6.1.8 Step Increment budgets are to be used strictly for employees with three (3) years satisfactory service in the position. Those supervisors who feel that an employee is due a promotion during the step increment review period shall be required to complete a Personnel Action Form and follow up with the promotional justification. All promotional increases shall be reviewed separate from the annual step increment budget.
- 6.1.9 The Administrative Department Manager is responsible for the interpretation of any of the provisions of this policy. Recommendations for any amendments, revisions including waiver, must be reviewed by the Administrative Department Manager and approved by the general Manager thru the Personnel Committee Chairperson prior to implementation.

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7.0 RECORDS

- 7.1 Active Retention – indefinite retention period for current or active documents for both electronic and hardcopy Master Copy.
- 7.2 Inactive/Archival Retention – shall be kept for active one (1) year or may request for an extension as deemed necessary (hardcopy); for electronic/soft file; it shall be kept in a separate folder named "Obsolete Master Copy/Original".

8.0 REFERENCES

- 8.1 ISO 9001:2015 QMS Standard: Clause
- 8.2 QMS Manual (If with pre-existing/preferred)
- 8.3 DBM and CSC Circulars
- 8.4 OPCR / IPCR

9.0 ATTACHMENTS

- 9.1 Performance Rating Summary
- 9.2 Personnel Action Form


10.0 DISTRIBUTION LIST

Note 1: Select Relevant Recipient to Appear in below List.

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11	Production

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